

# Board and sustainable success: a new leadership model for the director

How to integrate financial and pre-financial values in board decision making and company governance

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Nedcommunity: Reflection Group Board Leadership and Sustainable Business

## THE NEW LEADERSHIP MODEL FOR BOARD MEMBERS

The 3 drivers to master sustainable success

### Composition

Diversity of:

- gender,
- race,
- demography,
- skills and expertise

covering also ESG, transformation, crises and turnaround, new and cross market, digital and media

### Culture (Mindset/Behaviours)

**1**  
A forward looking and beyond compliance attitude, through scenario analysis  
(Strategic Focus and Long Term Orientation)

**2**  
Committees working together, able to catch and manage connections and interrelations of all forms of value  
(Connectivity)

**3**  
Materiality analysis with active stakeholder listening to look for challenges and innovation opportunities  
(Stakeholder Inclusiveness)

**4**  
Informal relationships, teamwork  
(Cross-collaboration)

**5**  
Openness to all forms of diversity, Trust, transparency, independent thinking  
(Open Mind)

### Processes w/ESG integration

- Board Materiality Statement
- Stakeholder governance and disclosure
- ERM-Enterprise Risk Management
- Remuneration-Long-term vesting periods for MBO's (KPI's+incidence rate)
- Board evaluation
- Board succession guidelines
- Integrated and sustainability report in depth analysis before approval
- Affiliations
- Inductions and off-site meetings for scenario analysis and long term strategy envisioning

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Focus on the central pillar:  
**THE DEEP VARIABLE**

**Culture**  
(mindset & behaviours)

The 5 foundation mindset/behavioural traits of the Integrated Thinking Mindset...	...have specific characteristics and connected change approaches...	... and outcomes
Strategic Focus and long term orientation	Beyond compliance, exponential thinking as an answer to exponential challenges, forward thinking approach, megatrend and scenario analysis, cultivate purpose	Able to Inspire, Be Inspired/see the Why of strategy, Activation, acceleration of change
Connectivity	Able to connect different forms of capitals and values, risks and opportunities, with a system thinking approach	Complexity Management, Innovation
Stakeholder inclusiveness	Map, listen, include in day to day operations, create win-win partnerships, with a stakeholder governance approach	Catch new challenges, Innovation
Cross Collaboration	Cross functional, cross hierarchy, teamwork with agile and lean thinking approach	Acceleration of change, Speed, Activation, Agility
Open Mind	Trust, Transparency, and openness to changing the environment and the unexpected. Independent thinking with communicative leadership	Walk the talk, Trust in the long term, Take advantage of the Unexpected

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